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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Strategic Plan

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

Strategic Plan 2018-2021

Summary

UN-Women's Strategic Plan 2018-2021 outlines the Entity's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls by 2030. The Strategic Plan considers lessons learned from the previous Strategic Plan. It builds on recommendations from the 20-year review and appraisal of the Beijing Declaration and Platform for Action, highlights UN-Women's contribution to the gender-responsive implementation of the 2030 Agenda for Sustainable development, and spells out how UN-Women intends to leverage its comparative and collaborative advantages to accelerate the achievement of results for women and girls.

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Decision 2017/5 - United Nations Entity for Gender Equality and the Empowerment of Women, Strategic Plan 2018-2021

The Executive Board,

Takes note with appreciation of the preparatory work done and the various informal briefings and workshops with the Executive Board as well as other relevant stakeholders, on the process of elaboration of UN-Women's Strategic Plan 2018-2021 and endorses the UN-Women Strategic Plan, 2018-2021;

2. *Requests* UN-Women to implement its Strategic Plan in accordance with the Beijing Declaration and Platform for Action, the Programme of Action of the International Conference on Population and Development and the outcome documents of their reviews, and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and the advancement of women, as well as with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national realities, capacities and levels of development and respecting national policy space, while remaining consistent with relevant international rules and commitments;

3. *Reaffirms* that the eradication of poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development and should therefore continue to be the highest priority for and underlying objective of the operational activities of the United Nations development system, including UN-Women;

4. *Calls upon* UN-Women, in implementing its Strategic Plan, to continue to play a central role in promoting gender equality and the empowerment of women and girls and in supporting Member States, upon their request, in coordinating the United Nations system and in mobilizing civil society, the private sector and other relevant stakeholders, at all levels, in support of the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda;

5. *Requests* the Under-Secretary-General/Executive Director to submit to the Executive Board at its annual session in 2018, the final progress report on the implementation of the Strategic Plan, 2014-2017;

6. *Requests* the Under-Secretary-General/Executive Director to submit to the Executive Board, beginning at its annual session in 2019, an annual progress report on the implementation of the Strategic Plan, 2018-2021, and to provide updates at its regular sessions in 2020, 2021 and 2022;

7. *Requests* the Under-Secretary-General/Executive Director to undertake a midterm review of the UN-Women Strategic Plan, 2018-2021, that includes an assessment of results achieved, cost effectiveness, evaluations, and progress made in achieving the vision of the Strategic Plan, taking into account decisions by Member States on the Secretary-General's proposals responding to General Assembly

resolution 71/243, and to present the findings in her annual report to the Executive Board in 2020;

8. *Takes note* of the Common Chapter to the Strategic Plans of UNDP, UNICEF, UNFPA and UN-Women; *requests* UN-Women if changes are made to the Chapter to align it with UNDP, UNICEF and UNFPA after endorsement by their respective Executive Boards and resubmit it for endorsement by the UN-Women Executive Board; and *encourages* UN-Women to provide details on its implementation in its annual reporting and, when applicable and as appropriate, at the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP.

Working together to support implementation of the 2030 Agenda

Common chapter to the Strategic Plans of UNDP, UNICEF, UNFPA and UN-Women

Our commitment

1. As we set our strategic directions for the next four years, we – the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) – commit to working better together, characterized by stronger coherence and collaboration. We note with appreciation the United Nations Secretary-General's report on repositioning the United Nations development system to deliver on the 2030 Agenda for Sustainable Development. Together we will step up our joint efforts, with a sense of urgency, to better support countries to achieve sustainable development. In line with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), we will help shape a United Nations development system that responds to our changing world and works in increasingly effective ways to deliver on the Sustainable Development Goals. Our strategic plans represent a clear commitment to United Nations reform and greater coherence in support of results.

Key areas of collaboration

2. The principles of *leaving no one behind* and *reaching the furthest behind first* permeate all four of our strategic plans. In direct response to the QCPR, we will harness our respective collaborative advantage in compliance with our respective mandates in these key areas:

(a) Eradicating poverty;

(b) Addressing climate change;

(c) Improving adolescent and maternal health;

(d) Achieving gender equality and the empowerment of women and girls;

(e) Ensuring greater availability and use of disaggregated data for sustainable development;

(f) Emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership.

3. These areas of collaborative advantage have positive multiplier effects across the Sustainable Development Goals and require multisectoral approaches for which the diversity of the United Nations system is an asset. They also provide a basis for closer collaboration with other United Nations entities as well as other partners. As detailed in the annex to the common chapter of the strategic plans, our outputs will complementarily contribute to common results in these

key areas, in accordance with our respective mandates and comparative advantages. The results will be tracked by the common Sustainable Development Goal indicators that are adopted at outcome or impact level in our respective strategic plans, including but not limited to the following:

(a) *Eradicating poverty*: SDG 1.1.1. Proportion of population below the international poverty line by sex, age, employment status and geographical location;

(b) *Eradicating poverty*: SDG 1.3.1. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable;

(c) *Adolescent health and HIV*: SDG 3.3.1: Number of HIV infections per 1,000 uninfected population, by sex, age and key populations;

(d) *Gender equality*: SDG 5.2.1. Proportion of ever partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age;

(e) *Strengthening data for sustainable development*: SDG 17.18.1. Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the fundamental principles of official statistics;

(f) *Prevention, resilience, climate change*: SDGs 1.5.1 and 11.5.1 and 13.1.1. Numbers of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population;

Strengthening how we work together

4. *We will work together* more effectively at all levels. Most importantly, our strategic plans reflect a change in how we work at country level, recognizing there is no 'one size fits all', and fully affirming the primary responsibility of national Governments for their countries' development and for coordinating, on the basis of national strategies and priorities, all types of external assistance.

5. *We will plan together*. As part of United Nations country teams we will support national governments and partners to work towards common results and indicators, and collectively report on them through the revised United Nations Development Assistance Framework, as signed by national governments, to drive stronger efficiency and effectiveness. In a significant step forward, these common results will now be underpinned by a mandatory common country assessment from which theories of change can be drawn, and knowledge and expertise can be collaboratively used. This is an important improvement. During the 2030 Agenda era, the United Nations development system, at the country level, will support national priorities on the Sustainable Development Goals; share a common analysis of the issues; and plan, monitor and report on shared results. This increased programmatic collaboration will strengthen system-wide coherence at all levels as we draw data from joint analysis at country level. This change can be tracked through indicators including but not limited to: (a) percentage of entities meeting or exceeding the System-wide Action Plan on Gender Equality and the Empowerment of Women minimum standards; and b) percentage of country offices applying the standard operating procedures according to country context.

6. *We will implement programmes together differently*. We will continue to support field offices in developing joint programmes, joint results groups and joint workplans in support of country priorities. On financing, we commit to the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. We will work to leverage public finances, including official development assistance, and support the adoption of policies to increase resource flows for the benefit of partner countries. We will promote integrated partnerships, using the full range of financing tools in support of the Sustainable Development Goals. Building on experiences from the common budgetary framework at country level, we are moving to jointly support financing strategies for the Sustainable Development Goals, including through innovative financing. These changes can be tracked through indicators including but not limited to: (a) percentage of country offices engaged in joint programmes; b) thematic funding as a percentage of other resources; and (c) percentage of country offices that track and report on allocations and expenditures using gender markers.

7. *We will enhance multi-stakeholder partnerships*. Reflecting the people-centred nature of the 2030 Agenda, we will support innovative platforms that strengthen collaboration with Governments as well as with civil society and the private sector. We will build on recent progress in engaging citizens through volunteerism, empowerment, participation and other means to strengthen national ownership and capacity, and delivery of the sustainable development agenda. We will also intensify collaboration through multi-stakeholder partnerships at national, regional and global levels, and assist in improving mutual accountability for the Sustainable Development Goals in such partnerships. These changes can be tracked through indicators including but not limited to: (a) percentage of total resources from contributions by donors other than the top 15; and (b) percentage share of total funding coming from private sector partners.

8. *We will enhance efficiency together*. Underpinning the drive for ever-greater effectiveness and building on progress made in recent years through the standard operating procedures, we will continue to accelerate efficiency gains through business operations strategies, mutual recognition, and broader operational harmonization. These changes can be tracked through indicators including, but not limited, to the percentage of country offices implementing a business operations strategy.

9. All of the Sustainable Development Goal and QCPR-based indicators presented in this common chapter and in the annex to the common chapter are a subset of a much larger number of indicators shared by two or more entities that can be identified in the results frameworks of the respective strategic plans. We will report on all common indicators through the annual reports on the implementation of our respective strategic plans.

Looking forward

10. While fully recognizing that the findings and recommendations of the Secretary General's report on repositioning the United Nations development system to deliver on the 2030 Agenda will be discussed by Member States, we will continue to fully support the process steered by the Secretary-General and retain the flexibility to respond accordingly to the decisions of Member States through the midterm reviews of the strategic plans.

I. Introduction

11. This Strategic Plan articulates UN-Women's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls, including women's full enjoyment of their human rights. It outlines how UN-Women will leverage its normative support functions, UN system coordination and operational activities, as mandated by its founding resolution, in an integrated and mutually reinforcing manner in support of transformative results.

12. This comprehensive mandate uniquely positions the Entity to: support the strengthening of normative frameworks for gender equality and women's empowerment; support Member States, at their request, in implementing commitments to the empowerment of women and girls through operational activities; and lead, coordinate and promote the accountability of the UN system in its work on gender equality and women's empowerment.

13. The Strategic Plan is guided by key intergovernmental norms and standards, including the Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action and the outcome documents of its reviews, the Programme of Action of the International Conference on Population and Development, relevant UN Security Council resolutions on women, peace and security[1], and other applicable UN instruments and resolutions on gender equality and women's empowerment. Agreed conclusions of the Commission on the Status of Women (CSW) also provide normative guidance.

14. The Strategic Plan contributes to the implementation of the 2030 Agenda, as well as other significant commitments to gender equality and women's empowerment made in the Addis Ababa Action Agenda, the Paris Agreement on climate change, the Sendai Framework for Disaster Risk Reduction, the Quito Declaration on the New Urban Agenda and other recent intergovernmental outcomes.

15. The Strategic Plan is also guided by General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for the UN development system, which has reaffirmed the importance of gender equality, women's empowerment and of gender mainstreaming.

16. Despite significant normative advances, progress for women and girls remains uneven and slow. No country has fully achieved gender equality and the empowerment of women and girls. Based on the current rate of progress, it will take 82 years to close the gender gap in political participation, 95 years to achieve gender parity in lower secondary education, and 170 years to close the economic gender gap[2].

17. Women and girls continue to face structural barriers, failures of governance, pervasive violence, including the targeted killing of women's human rights

[1] These include resolutions 1325 (2000), 1820 (2009), 1888 (2009), 1889 (2010), 1960 (2011), 2106 (2013), 2122 (2013) and 2242 (2015).

[2] WEF(2016): 2016 Global Gender Gap Report 2016.

defenders, femicide, harmful practices, and discriminatory social norms and stereotypes that deny or restrict their civil, political, economic, social and cultural rights, as well as undermine their sexual and reproductive health and reproductive rights. Despite important gains in education, labour market prospects generally continue to be more unfavourable for young women than for young men almost everywhere[3]. Challenges are often most pronounced for those facing multiple and intersecting forms of discrimination.

18. These imbalances deny women and girls their full potential and the enjoyment of human rights, and they represent losses for the entire world. For example, studies estimate the economic cost of violence against women between two to five percent of global GDP.[4] Women's increased participation in the labour force could raise output by an estimated 25 percent in some countries and sectors[5]. More women in peacekeeping operations can strengthen the credibility of forces, access to communities, and reporting of sexual and gender-based violence in conflict.[6]

19. Gender equality and women's empowerment also remains neglected in official development assistance. Less than five percent of development assistance by OECD-DAC members was dedicated to gender equality programmes in 2015.

20. Yet there has also been some marked progress. More women today lead businesses, governments and organizations, which drives improved performance. More laws and policies promote the development and uphold the human rights of women and girls and sanction discrimination and violence against them. This progress demonstrates that trends can be broken and efforts accelerated to achieve gender equality and women's empowerment.

21. UN-Women plays a central role in supporting Member States, upon their request, in coordinating the UN system and in mobilizing civil society, the private sector and other relevant stakeholders, at all levels, in support of the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda for Sustainable Development. In its decision 2016/1, the UN-Women Executive Board recognized that UN-Women's support functions have increased. Country programmes grew by 84 percent between 2011 and 2016, representing significantly increased impacts for women and girls.

22. In line with its "Planet 50-50 by 2030" campaign launched to accelerate progress towards gender equality and women's empowerment in conjunction with the 2030 Agenda, UN-Women catalyzes action, plays a convening role, mobilizes and advocates, and helps garner resources. UN-Women encourages the participation of women's groups in global dialogues, building on its historic relationship with feminist and women's movements. In working with non-traditional partners, including men and boys, UN-Women reaches an increasingly broad range of constituencies to build support for its mandate.

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[3] World Youth Report, 2016

[4] Copenhagen Consensus Center, 2014 and KPMG Human and Social Services, 2014

[5] Cuberes and Teignier-Baqué, 2011

[6] Security Sector Reform Integrated Technical Guidance Notes" (United Nations SSR Task Force, 2012); Anderholt, "Female Participation in Formed Police Units: A Report on the Integration of Women in Formed Police Units of Peacekeeping Operations" (Taken from the UNSCR 1325 Global Report)

II. Lessons learned

23. This Strategic Plan is informed by the findings of the Mid-Term Review of the previous Strategic Plan and independent evaluations[7]. Key lessons learned include:

- UN-Women's priorities and interventions are relevant and aligned to key normative agreements for gender equality and the empowerment of all women and girls.
- UN-Women's ability to leverage its triple mandate has been a major asset.
- UN-Women's convening role and partnerships, especially with women's organizations, has catalyzed change, but these need to be more focused and coordinated against specific common goals.
- UN-Women's strengthened field presence has achieved significant results, but requires stronger programmatic design and focus, including on most marginalized women.
- UN-Women's research-based knowledge products, such as the *Progress of the World's Women* report, have influenced policymaking, and should reach more policymakers, gender equality advocates and the media.
- Despite progress on the women, peace and security normative agenda, implementation and good practices have not been brought to scale.
- Growing recognition of the need for gender-responsive approaches in humanitarian action is driving increased demand for UN-Women's assistance in this area.
- UN-Women's application of results-based management is robust but requires stronger theories of change.
- The Strategic Plan's results framework requires solid and mutually reinforcing quantitative and qualitative indicators.
- UN-Women's impressive growth still leaves it short of the resources required to meet demand and requires realistic strategic planning.

III. UN-Women's collaborative and comparative advantages

24. UN-Women relies on four comparative organizational strengths to implement the Strategic Plan in the context of system-wide efforts:

- UN-Women's ability to link global and national policy development for gender equality and women's empowerment;
- UN-Women possesses the largest pool of expertise in gender equality and women's empowerment in the UN;

[7] http://gate.unwomen.org/Search/Result?RegionIds=&RegionalOfficeIds=&MultiCountryOfficeIds=&CountryOfficeIds=&HeadQuarters=100&HeadQuarterIds=100&CountryIds=&SpGoalIds=&EvaluationTypeIds=&CompletionYears=&grid5earch-pageSize=50&IsJoint=false&Keyword=

- UN-Women's longstanding relationship with women's organizations;
- UN-Women's comprehensive and integrated contribution across the three pillars of the UN – peace and security, human rights and sustainable development.

25. UN-Women's triple mandate endows it with a unique capacity to: (i) support the strengthening of global norms and standards; (ii) promote more effective coordination, coherence and gender mainstreaming across the UN system in support of commitments for gender equality and women's empowerment; and (iii) support Member States, upon request, to translate global norms and standards into legislation, policies and development plans at the regional, national and local levels as part of its operational activities. It also enables the Entity to inform support for development of global norms and standards with country-level experiences.

26. UN-Women supports global normative efforts to accelerate progress towards gender equality and women's empowerment and advocates for systematic integration of gender perspectives into sectoral norms and standards.

27. UN-Women champions improved UN system performance on gender equality and women's empowerment with the UN System-Wide Action Plan on gender equality and women's empowerment (UN-SWAP) and the UNCT Gender Scorecard as a foundation for system-wide accountability. UN-Women brings gender perspectives to the development of UNDAFs and other exercises, such as humanitarian assessments and response plans. Leveraging the UNDAF, it uses its resources strategically as seed funding to mobilize collective resources of the UNCT for results on gender equality and women's empowerment.

28. Building on its normative support and UN system coordination roles, UN-Women's global, regional and country programmes as part of its operational activities foster UN-wide partnerships to respond to Member States' requests for support in translating global norms and standards into transformative change for women and girls at the national level. Gender equality and women's empowerment is the thematic area with the highest concentration of joint programmes, underscoring the value of coordinated system-wide efforts in the promotion of gender equality and women's empowerment.

29. In addition to its triple mandate, UN-Women accounts for about a third of total UN personnel contributing to SDG 5. In complement to its own specialist knowledge, UN-Women can access a vast network of knowledge and expertise and acts as a knowledge-hub to support gender analysis and gender mainstreaming. In this way, UN-Women promotes system-wide coherence on gender equality and women's empowerment and interagency synergies, so that initiatives for women and girls are complementary and mutually reinforcing.

30. Civil society organizations, in particular women's organizations, play a vital role in promoting women's rights, gender equality and the empowerment of women. UN-Women's longstanding relation with the women's movement gives it the opportunity to bring their voices, capacities and contributions in support of gender equality and women's empowerment, notably to those most likely to be left behind.

31. Through its support to the women, peace and security agenda, UN Women is well positioned to promote greater cooperation and complementarity between development, disaster risk reduction, humanitarian action and sustaining peace, and

enhance coordination between development work and humanitarian assistance and peace building efforts, as called for in the QCPR.

32. The achievement of gender equality and women's empowerment is an end in itself and brings mutually-reinforcing benefits in all areas of sustainable development. This provides a strong collaborative advantage to UN-Women to achieve its mandate through partnerships. Therefore, UN-Women's programming is based on partnerships with other UN entities and on the premise that these partnerships start from and leverage the respective mandates and strengths of its partners. UN-Women draws on its four comparative advantages to contribute to these partnerships and enable its partners to adopt gender-responsive approaches and women's full and equal engagement to accelerate achievement of system-wide results.

33. While UN system entities constitute UN-Women's closest partners, UN-Women also partners with other relevant actors in support of results for women and girls. As part of its partnership engagement and through its programming, UN-Women seeks to define a clear division of responsibilities based on common theories of change, while adding value through its expertise in gender equality and women's empowerment.

34. Through such partnerships leveraging the Entity's collaborative and comparative advantages, UN-Women is not only able to foster results in its strategic priorities, but also to advance the gender equality and women's empowerment agenda in a comprehensive manner. These include, inter alia, efforts to foster sustainable agriculture and food systems in partnership with FAO, WFP and IFAD by supporting the formulation of gender-responsive agricultural policies to close the gender gap in access to land, information, finance and markets; promoting sexual and reproductive health and reproductive rights by contributing, as part of the H6 partnership, to efforts to repeal discriminatory legislation and norms that impede women's access to sexual and reproductive health-care services; developing and implementing gender-responsive disaster risk reduction policies, plans and programmes to reduce the gender inequality of risk in partnership with UN-ISDR and IFRC; "Making Every Woman and Girl Count" by supporting capacity development for gender statistics with the UN Statistical Division and Regional Commissions; and empowering adolescent girls and young women through education with UNESCO, UNFPA and the World Bank.

IV. Guiding principles

35. Based on guiding normative frameworks, lessons learned to date and its collaborative advantage, seven guiding principles are applied across the Strategic Plan:

- Taking a **comprehensive approach** that pursues the achievement of gender equality and women's empowerment in its entirety, built on the premise that progress in one area leverages achievements in another, as preventing violence against women contributes to their enhanced participation in public life and vice-versa; or women's and girls' right to education or women's sexual and reproductive health and reproductive rights contribute to the fulfilment of women's economic rights, independence and empowerment.

- Leveraging the **mutually reinforcing benefits** between gender equality and women's empowerment and all dimensions of sustainable development. Accordingly, UN-Women works to support the achievement of SDG 5 and all its targets and contributes to the gender-responsive implementation of the 2030 Agenda, which galvanizes results across all SDGs.

- Adopting a **human rights-based approach** in line with international standards and **leaving no one behind** by: addressing inequalities and discrimination; meaningfully involving beneficiaries, including women's organizations, and other agents of change, such as men and boys; and responding to the circumstances of the poorest and most excluded women, including those facing marginalization and multiple and intersecting forms of discrimination. The 2030 Agenda calls for particular attention to youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants;

- Responding to requests for support from Member States in line with the imperative of **national ownership**, aligning with **national priorities** based on national development plans and strategies, and supporting national **capacity development** as a key strategy for sustainable development;

- Providing support to all Member States, at their request, across all levels of development and in all regions based on the principle of **universality**, with context-appropriate presence;

- Leveraging the **composite nature of the Entity** with normative support and UN coordination underpinning operational activities, acting as a catalyst and promoting UN coherence and partnerships in support of gender equality and women's empowerment;

- Demonstrating **accountability for results, transparency and cost effectiveness**.

V. Strategic priorities

36. The Strategic Plan prioritizes five outcomes and a set of thematic outputs. Each output is designed to translate norms into results for women and girls, in collaboration with the UN system and its partners, based on a common theory of change, which supports a division of responsibilities and is adjusted to country contexts and capacities, in line with Member States' requests.

37. UN-Women supports the strengthening and implementation of a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of women (Outcome 1). This set of global norms constitutes a foundation for the work of the Entity.

38. UN-Women supports the full and effective implementation of these global norms and standards at the country and regional levels by contributing to four interdependent and interconnected outcomes (Outcomes 2 to 5):

- Women lead, participate in and benefit equally from governance systems[8]
- Women have income security, decent work and economic autonomy
- All women and girls live a life free from all forms of violence
- Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action

39. Outcomes and outputs with accompanying indicators are linked in a results chain based on a theory of change underpinning the Strategic Plan.

40. Interagency coordination mechanisms and networks relate to each Strategic Plan outcome. Results in these areas can inform relevant reports of the Secretary-General prepared by UN-Women for intergovernmental bodies.

41. In line with its comparative advantages, UN-Women will focus on six types of support in its operational activities within these partnerships: i) normative support; ii) UN coordination for gender equality and women's empowerment; iii) integrated policy advice; iv) capacity development; v) advocacy and social mobilization; and vi) technical assistance for essential services. UN-Women is not involved in large-scale operational support, such as the provision of commodities.

Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

42. UN-Women will provide substantive support to Member States in intergovernmental processes, including the CSW, as well as gender equality agenda items of the General Assembly, the Economic and Social Council and the Security Council. UN-Women will also support Member States to address gender perspectives in intergovernmental processes in thematic areas.

43. UN-Women will focus its contribution on three areas:

- Enhance the capacity of governments and stakeholders to assess progress in implementation of CEDAW, the Beijing Declaration and Platform for Action, the gender-responsive implementation of the 2030 Agenda and other global normative and policy frameworks for gender equality and women's empowerment;
- Facilitate evidence-based dialogue amongst governments, and with civil society and other relevant actors, including young women, in the context of intergovernmental processes;
- Expand knowledge on gender perspectives through the provision of substantive advice to intergovernmental processes and discussions.

44. Particular attention to gender equality and women's empowerment will be paid in the context of the following thematic areas/processes: the follow-up and review of the implementation of the 2030 Agenda, including by the High-Level Political Forum on Sustainable Development, the Addis Ababa Action Agenda, the Paris Agreement, the New Urban Agenda and the New York Declaration for Refugees and

[8] All references to "equally" in outcome statements refer to "equally with men and boys".

Migrants. UN-Women will contribute to processes related to Small Island Developing States and Least Developed Countries, as well as the Human Rights Council and functional commissions. UN-Women will place emphasis on selected areas where more progress is needed.

45. UN-Women will support efforts to mark the 25th anniversary of the Fourth World Conference on Women in 2020 and align with the guidance to be issued by CSW 62.

46. UN-Women's substantive support will include policy expertise and knowledge through reports of the Secretary-General, flagship publications and policy briefs. It will strive to create a conducive environment for exchange amongst governments and with other stakeholders, such as women's organizations, youth organizations and other civil society organizations.

Outcome 2: Women lead, participate in and benefit equally from governance systems

This outcome will contribute to the following SDGs:

47. Enabling governance systems are essential for the achievement of gender equality and women's empowerment. UN-Women brings women's political participation and leadership, gender-responsive planning and budgeting and access to justice together into this Outcome to leverage their mutually-reinforcing nature.

48. Agreed conclusions of CSW 52, 59 and 60, as well as General Assembly resolution 66/130 on women and political participation, provide specific normative guidance for this outcome.

49. UN-Women focuses its contribution on four areas:

- More women of all ages fully participate, lead and engage in political institutions and processes. This includes support for political decision-making bodies (including parliaments, local governments, political parties) and electoral management bodies to be inclusive, gender-balanced and gender-sensitive; women's networks; stereotypes that work against women's leadership be addressed, including through the engagement of men and boys; and for young women, indigenous women and women with disabilities to reach decision-making positions.
- More national and local plans, strategies, policies and budgets are gender-responsive. This includes support to the development of national development strategies, national gender equality action plans, national HIV strategies, and disability programming.
- More and better quality and disaggregated data and statistics are available to promote and track progress on gender equality and women's empowerment, including for those in vulnerable situations. This includes supporting the transition of tier three SDG indicators to tier two.

- More justice institutions are accessible to and deliver for women and girls in all contexts. This includes support to promoting the rule of law, the ratification and implementation of relevant international standards for gender equality and women's empowerment, repealing discriminatory legislation and tackling social norms that support such legislation.

50. UN-Women's support will include developing capacities for institutions at all levels to promote gender-responsive governance; providing technical assistance to finance and sector ministries to integrate gender perspectives into policies, plans and budgets; developing capacity of national women's machineries and women's organizations; developing policy knowledge on the key drivers for gender-responsive governance; efforts to raise awareness about women's human rights; and building partnerships with government institutions and parliaments to support the realization of women's human rights, including through the repeal or amendment of discriminatory laws.

51. UN-Women will leverage its participation in interagency mechanisms to support implementation of this outcome, such as the UN Inter-Agency Coordination Mechanism on Electoral Assistance, the Inter-Agency Task Force on Financing for Development and the Global Partnership for Effective Development Cooperation. It will partner with the Inter-Parliamentary Union on parliamentary assistance in law and discrimination and collaborate with the International Monetary Fund on gender-responsive budgeting. As a UNAIDS co-sponsor, UN-Women will support the integration of gender equality and women's empowerment throughout the UNAIDS Strategy 2016-2021 and its implementation and is part of the H6 partnership (see Section IV).

Outcome 3: Women have income security, decent work, and economic autonomy

This outcome will contribute to the following SDGs:

52. Women's economic empowerment depends on the quantity and quality of paid employment; public services; the amount of unpaid work borne by women; access to productive assets, such as land; eliminating cultural and societal barriers that make it less likely for women than men to become entrepreneurs;[9] and core social and labour protections.

[9] World Youth Report, 2016

53. Agreed conclusions of CSW 61 provide specific normative guidance for this outcome. Recommendations of the Secretary-General's High-Level Panel on Women's Economic Empowerment also inform this outcome area.

54. UN-Women focuses its contributions on three areas:

- More policies promote decent work and social protection for women. This includes support to address women's disproportionate share of unpaid domestic and care work and the gender pay gap; promote the rights of domestic workers and workers in the informal sector, as well as the voice and representation for women, including through trade unions.
- More women own, launch and/or manage small, medium and large enterprises. This includes ensuring women's access to digital, financial, technical and vocational education and training opportunities, as well as leveraging public and private procurement processes to expand opportunities for women-owned enterprises, and increasing levels of commitment by employers to the Women's Empowerment Principles.[10]
- More rural women secure access to, control over and use of productive resources and engage in sustainable agriculture to increase their income security, work conditions and resilience to climate change. This includes support to ensure access to land, information, finance, markets and vital infrastructure services such as telecommunications, water and energy.

55. UN-Women's support will include knowledge and partnerships to strengthen normative and legal frameworks, including by promoting the elimination of discriminatory laws and in line with relevant standards of the International Labour Organization (ILO); advocating for child and family policies that facilitate women's economic participation and promote the sharing of responsibilities between women and men for unpaid care work; leveraging innovation and technology to support women's access to trainings and assets; leading advocacy campaigns such as the Equal Pay Platform of Champions; and engaging and supporting the private sector to implement commitments to women's economic empowerment.

56. UN-Women will continue its close collaboration with Rome-based agencies (see Section IV), the World Bank, UN-Habitat, ILO and to convene UN agencies working on women's economic empowerment on a regular basis, including at the principals' level through its UN system coordination role. It will also leverage its participation in interagency networks, such as the Global Land Tool Network; the Global Forum on Agriculture Research and Innovation; UN Water; the Social Protection Inter-Agency Cooperation Board; and the Global Environment Facility Gender Partnership.

Outcome 4: All women and girls live a life free from all forms of violence

[10] For more information on the Women's Empowerment Principles, please see www.weprinciples.org.

This outcome will contribute to the following SDGs:

57. The best way to stop violence against women and girls is to prevent it from happening in the first place. In its support to Member States, UN-Women places emphasis on the prevention of violence against women and girls in private and public spaces, notably through transforming negative social norms, and will expand its existing focus on strengthening availability of services to victims and survivors.

58. Agreed conclusions of CSW 57, including their emphasis on prevention, provide specific additional normative guidance for the implementation of this outcome. Furthermore, the New Urban Agenda elaborates on the creation of safe public spaces.

59. UN-Women focuses its contribution on two areas:

- More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to victims and survivors with attention to women and girls at greater risk. This includes supporting the development of strengthened legislation and capacity for service providers; public policies, mechanisms to address impunity; training to ensure stronger capacity of law enforcement to prevent, protect and prosecute up in line with best practice; increased women's and girls' knowledge about their rights; advocacy and awareness campaigns, including for the engagement of men and boys; transformed social norms; and reliable data to track progress.
- More cities have safe and empowering public spaces for women and girls. This includes support to: incorporate safety for women and girls in urban development plans; develop gender-responsive and locally-relevant programmes; and investments in the safety and economic viability of public spaces that are effective and accessible to all.

60. UN-Women's support will include engaging partners in a coordinated and collaborative manner, drawing on the complementary expertise of UN agencies, governments, women's groups and other community groups; providing policy advice and enhancing the capacity of key stakeholders to develop interventions in line with international standards; and fostering thought-leadership by developing and disseminating guidance, implementation tools and resources.

61. UN-Women works within the context of the Joint UN Prevention Framework and the Essential Services Guidelines for Women and Girls Subject to Violence to implement this outcome. The roll-out of the Joint UN Prevention Framework is coordinated with UNESCO, UNFPA, ILO and the WHO. A global Essential Services Programme is coordinated with UNFPA, UNODC and the WHO. UN-Women also works with the WHO, UNICEF, UNFPA, the UN Statistical Division and UNODC to improve data on violence against women.

Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

This outcome will contribute to the following SDGs:

62. UN-Women will work with partners to create enabling environments for women and girls to lead, participate in and benefit equally from all aspects of peace, security, disaster risk reduction, and humanitarian action. The inclusion of women in peace processes increases the probability of an agreement lasting at least 15 years by 35 percent.[11]

63. The eight Security Council resolutions on women, peace and security, the Sustaining Peace resolutions, the New York Declaration on Refugees and Migrants, the Sendai Framework for disaster risk reduction, and agreements relating to climate change action provide specific normative guidance for this outcome. In addition, the three high-level peace and security reviews in 2015, CEDAW General Recommendation 30, and UN-Women's commitments made at the World Humanitarian Summit inform the work on this outcome.

64. UN-Women focuses its contribution on three areas:

- More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes. This includes: catalyzing the UN system and supporting Member States to deliver on the women, peace and security agenda and enhanced capacities and opportunities for gender equality advocates to participate in peace processes at all levels.
- More women play a greater role and are better served by humanitarian response and recovery efforts. This includes: providing gender expertise to humanitarian coordination mechanisms; women's organizations playing a leadership role in response and recovery efforts; women, including young women, having access to information, skills and resources to secure livelihood opportunities in humanitarian contexts; and sex-disaggregated humanitarian response data.
- More women play a greater role in and are better served by disaster risk management processes. This includes supporting: gender-responsive risk analyses; the contribution of women and women's organizations to disaster risk management plans; gender-responsive recovery preparedness; and sex-disaggregated disaster-related data.

65. UN-Women's support will include promoting an enabling environment for the implementation of gender-specific peace and security and humanitarian commitments; building the evidence-base on the benefits of women's participation in peace and security and humanitarian action; enhancing capacity for women to

[11] Reimagining Peacemaking: Women's Roles in Peace Processes, 2015.

engage in peace and security processes and humanitarian action; advocating for increased investments in women, peace and security initiatives and gender-responsive humanitarian action.

66. UN-Women focuses on mainstreaming gender perspectives into the work of humanitarian actors through normative advances, supporting coordination mechanisms, and adding value on the ground through gender analysis, technical expertise to the cluster system, support to local actors for gender-responsive preparedness and response, and targeted, catalytic service delivery where gaps exist and in support of partners.

67. UN-Women plays a coordinating role in servicing the Security Council's work on women, peace and security and vis-a-vis the UN system in supporting the operationalization and delivery of commitments on women, peace and security. This includes reporting on progress in implementation, including through the report of the Secretary-General on women and peace and security, and facilitating exchanges between Security Council members and gender equality advocates engaged in preventing conflict and building peace.

68. In line with Security Council resolution 2242 and the Secretary-General's Plan of Action to Prevent Violent Extremism, UN-Women will continue to contribute to the work of the Office on Counter-Terrorism and the Security Council Counter-Terrorism Executive Directorate on preventing and countering violent extremism.

69. UN-Women acts as secretariat for: (i) the Informal Experts Group of the Security Council on Women, Peace and Security[12]; (ii) the Network of National Focal Points on Women, Peace and Security[13]; and (iii) the Global Acceleration Instrument for Women, Peace and Security and Humanitarian Action. UN-Women also chairs the UN Standing Committee on Women, Peace and Security and the gender working group of the UN Counter-Terrorism Office. UN-Women is an active partner in joint initiatives such as the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-Conflict and other Crisis Situations.

VI. Organizational effectiveness and efficiency

70. Since its establishment, UN-Women has driven the implementation of the UN-SWAP, generated knowledge and expanded partnerships in support of results. It has also built effective systems for performance management and reporting, financial accountability, audit, human resource management, risk management, and a strong independent evaluation function.

71. During this Strategic Plan period, UN-Women will deepen its UN coordination efforts for gender equality and women's empowerment through its participation in the Executive Committee, UNDG and other interagency mechanisms, as well as coordinated networks and initiatives around which it coalesces the UN system, such as the UN-SWAP. It will also focus on research and knowledge management, innovation, and resource mobilization.

[12] The Informal Expert Group was established by Security Council resolution 2242 (2015) and UN-Women's role designated in S/2016/1106.

[13] An informal cross-regional forum of government representatives to provide space to exchange experiences and best practices on women, peace, and security.

72. UN-Women will streamline and strengthen business processes, upgrade information systems and develop staff capacity for programme design and management. These priorities are captured in four organizational effectiveness and efficiency outputs.

Output 1: Enhanced coordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment

73. UN-Women's role for UN system coordination is central to achieving results for women and girls. Through its UN coordination mandate, UN-Women focuses on enhancing UN coherence on gender equality and women's empowerment at the normative and operational levels, further enhance system-wide accountability and promote gender mainstreaming. UN-Women's priorities in this area build on the findings of the corporate evaluation of UN-Women's contribution to UN system coordination on gender equality and women's empowerment.

74. UN-Women leverages interagency coordination mechanisms at the global, regional, and country levels to ensure the effective inclusion of gender perspectives, especially in areas related to its substantive priorities. UN-Women is an active member of system-wide coordination mechanisms, such as the UNDG, which supports greater coherence of the UN development system. It co-chairs the UNDG Strategic Finance and Gender Theme Working Groups and participates in other working groups. At the regional level, UN-Women leverages UNDG teams and coordination mechanisms to provide integrated and high-quality support for gender equality results to UNCTs.

75. In thematic areas of focus, including gender mainstreaming and gender parity, UN-Women coordinates interagency knowledge networks, provides technical support and monitors and strengthens accountability, including through reports of the Secretary-General on progress of the UN system. In this context, UN-Women will roll out the second iteration of the UN-SWAP for corporate-level accountability, contextualizing it to the 2030 Agenda.

76. UN-Women has a central role in promoting gender parity in the UN and fully supports the Secretary-General's commitment to equal representation of women and men at all levels, in all UN locations and with due regard to geographical balance. UN-Women will assist with implementation of the Secretary-General's gender parity strategy through strategic guidance, technical support and monitoring.

77. At country-level, UN-Women works through the Resident Coordinator system, Gender Theme Groups and the UNDAF. UN-Women ensures effective consideration of gender equality and women's empowerment throughout the Common Country Analysis, the UNDAF Theory of Change and its Results Framework. UN-Women pursues UNDAF outcomes focused on gender equality and women's empowerment as a foundation for joint gender results groups and joint programmes. UN-Women will continue to provide technical expertise and leadership to UNCTs to support gender mainstreaming, complementing the UN-SWAP with an updated Gender Scorecard for UNCT-level accountability.

Output 2: Increased engagement of partners in support of UN-Women's mandate

78. Building on the findings of the corporate evaluation of UN-Women's strategic partnerships for gender equality and women's empowerment, UN-Women seeks to be the trusted partner of choice for all countries on gender equality and women's empowerment and recognizes that diverse strategic and catalytic partnerships at all levels are a prerequisite for UN-Women to achieve and scale up results.

79. Through these partnerships, UN-Women supports movements for gender equality and women's empowerment, advocates for commitments on gender equality and women's empowerment from decision-makers at all levels, expands constituencies for gender equality and women's empowerment, convenes partners against discriminatory social norms, builds institutional partnerships and mobilizes resources to support UN-Women and gender equality and women's empowerment more broadly.

80. UN-Women will continue to work with civil society actors as knowledge partners, implementers of programmes, and advocates for normative advancements and accountability. UN-Women supports civil society through convening and networking, knowledge exchange, funding, including through its grant-making mechanisms. UN-Women also promotes multi-stakeholder dialogues and initiatives. UN-Women will continue to strengthen its special relationship with women's organizations, and networks and pay special attention to those representing specific groups, such as disability organizations.

81. In close collaboration with the Special Envoy for Youth, UN-Women will engage young women and men across all its priorities and foster opportunities for youth voices on gender equality and women's empowerment at the UN, such as the CSW Youth Forum. UN-Women supports young people's innovation and works with youth, education ministries and local governments on initiatives that support capacity development for youth in support of UN-Women's strategic priorities.

82. The vastly changed communications landscape offers unprecedented opportunities for brand positioning and visibility, but also for public advocacy and social mobilization. New digital platforms and social media represent powerful enablers for results for women and girls, not only serving as a means to access and share information, but also to engage people -in particular youth- and transform attitudes and behaviour in support of women's empowerment. This opens opportunities to increase impact and lead change through public advocacy, whether in the policy arena or by effecting social and behavioural change related to UN-Women priorities.

83. UN-Women will expand its communications channels to increase its reach and continue to provide spaces for public engagement in campaigns such as HeForShe, UNiTE to End Violence against Women and "Planet 50-50 by 2030: Step It Up for Gender Equality". News media will continue to be engaged to increase UN-Women's visibility and to drive progress for women and girls. The existing "Step It Up for Gender Equality Media Compact" will be expanded.

84. The HeForShe campaign mobilizes men and boys globally to take action to achieve gender equality and women's empowerment, and works to secure commitments from male decision-makers, including through the work of gender champions and results- oriented initiatives such as IMPACT 10x10x10. The campaign will continue to increase its reach of social media users worldwide and

mobilize game-changing action by Heads of State, business leaders and high-level influencers.

85. Building on its efforts to engage men and boys as champions for gender equality and women's empowerment, UN-Women will continue to challenge discriminatory norms and stereotypes and pay attention to masculinities and the changing roles of men. This work will be informed by efforts to improve the understanding of these issues, such as the International Men and Gender Equality Survey (IMAGES) implemented in 20 countries.

86. UN-Women will enhance its work with faith-based organizations to leverage their capacity to transform discriminatory social norms and advocate for their support programmes to be gender-responsive. UN-Women will build on its existing work with religious leaders on issues such as gender-based violence, sexual and reproductive health and reproductive rights and maternal and child health in partnership with UN agencies.

87. UN-Women partners with the private sector in coordination with UN agencies, such as the ILO, to transform business practices in support of gender equality and women's empowerment. This includes: (i) addressing negative social norms, practices and stereotypes with respect to decent work and leadership opportunities; (ii) promoting investment through a gender perspective, women entrepreneurs and women's access to finance; and (iii) driving innovation for and with women and girls.

88. With regard to resources, UN-Women will continue its efforts to increase core and non-core resources through partnerships. Indications suggest that UN-Women is within sight of its non-core targets, including delivering resources that are closely aligned to the Strategic Plan and lightly earmarked.

89. UN-Women will deepen its Strategic Dialogue on Financing, highlighting the impact of core resources, which maintain institutional integrity and leverage a high return in non-core resources against core programmable resources. UN-Women will work to provide greater visibility to core contributors and the impact of their support.

90. UN-Women will place even greater emphasis on joint programming and promotion of pooled-finance to incentivize partnerships and UN coherence.

91. UN-Women will continue to seek innovative sources of financing, including with the private and philanthropic sectors. Capitalizing on high-visibility campaigns and its National Committees, UN-Women will build capacity for crowd-funding and individual public giving.

Output 3: High quality of programmes through knowledge, innovation, results-based management and evaluation

92. Implementing the 2030 Agenda requires robust knowledge, as well as accurate and disaggregated data to identify the solutions that most benefit women and girls. To this end, UN-Women will continue to produce and disseminate knowledge products such as:

- Progress of the World's Women report.
- UN-Women's Policy Brief series.

- The World Survey on the Role of Women in Development.
- New biennial "Gender Equality in the 2030 Agenda for Sustainable Development" report.
- Knowledge briefs from the Fund for Gender Equality, UN Trust Fund to End Violence against Women and Global Acceleration Instrument.

93. UN-Women will support capacity development efforts for production and use of gender statistics and the generation of knowledge in partnership with leading research institutions and national statistical offices.

94. UN-Women has developed a comprehensive knowledge platform in unwomen.org, which it will further develop through a gender statistics portal providing relevant SDG data and analysis by theme and country. This will be complemented by Communities of Practice bringing together thematic expertise and knowledge from across the organization and its partners.

95. As part of its knowledge management efforts, UN-Women will strengthen its capacity to anticipate emerging issues and trends. This will enable it to better drive normative advances, monitor progress on the SDGs, develop effective advocacy strategies and enhance gender-responsive programming. Through a human rights-based approach and leveraging its programme and policy knowledge base, it will leverage its convening role to explore policy and programmatic innovations for agenda-setting.

96. The UN-Women's Training Centre will remain central to these efforts, developing and offering trainings to diverse partners, including the UN system, and consolidating UN-Women's offerings in support of national capacity development.

97. UN-Women will further develop internal capacity to support South-South and triangular initiatives. UN-Women will expand cooperation with UN agencies and global partners, particularly with the UN Office on South-South Cooperation, and explore innovative strategies and funding modalities to scale up South-South and triangular cooperation. UN-Women will also support the design and implementation of bilateral and multilateral assistance, adding value to triangular cooperation and Official Development Assistance.

98. Achieving gender equality and women's empowerment demands transformative shifts and innovative solutions to removing structural barriers. Innovation and technology provide unprecedented opportunities in this regard, particularly for women and girls with disabilities, rural women, and other women experiencing marginalization. To leverage this, UN-Women will:

- Support the development of markets for innovations and encourage investment in innovation for gender equality and the empowerment of all women and girls. UN-Women's Global Innovation Coalition for Change brings representatives from the private sector, academia and the non-profit world together to harness innovation.
- Work with industry partners to take a gender-responsive approach to the innovation cycle: the UN-Women's Global Innovation Exchange platform connects external partners to showcase good practices and encourage collaboration.

- Promote women as innovators: UN-Women is partnering with UNOPS' Global Innovation Centres to promote women innovators. UN-Women's empowerwomen.org platform also supports a network of champions for innovative solutions for women's economic empowerment.
- Together with UN partners, develop innovations and technology solutions to accelerate progress towards gender equality and women's empowerment. UN-Women is prototyping technology solutions, such as the Virtual Skills School and the "Buy from Women" platform.
- Support pilot innovations by civil society organizations to challenges faced by women and girls, including through grant-making mechanisms.
- Advocate for the participation and visibility of women and girls in Science, Technology, Engineering and Math (STEM).

99. UN-Women will explore partnerships to support efforts to reduce the digital divide between women and men in partnership with the International Telecommunications Union and other partners, focused on: 1) awareness raising; 2) affordable access for women and girls through the development and implementation of inclusive policies and investment; 3) supporting skills for women and girls to become both ICT users and developers; and 4) added-value services to ensure that women and girls can leverage ICTs for empowerment.

100. Results-based management remains an organizational priority. UN-Women has adopted standards, developed a state-of-the-art results management system, rolled-out standardized training modules, and introduced an annual external assessment of its strategic notes and annual reports. Going forward, UN-Women will: 1) develop an online training curriculum for staff and implementing partners on programming and results-based management; 2) link UN-Women's results management system and staff performance management systems; and 3) deliver targeted support to offices that face challenges in meeting standards on programming and results-based management.

101. In line with the principle of leaving no one behind, UN-Women will pay particular attention to addressing multiple and intersecting forms of discrimination, prioritizing the most vulnerable through its programming, and reporting with data disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, whenever possible and relevant. This will require investments in UN-Women's monitoring and reporting capacity.

102. Evaluations will continue to integrate gender equality and human rights perspectives, be systematic and impartial, providing reliable evidence-based information on progress towards results on gender equality and women's empowerment. UN-Women will use evaluation findings to improve the quality of programmes, enhance accountability, inform decision-making and contribute to learning.

103. The evaluation function is governed by the evaluation policy (UNW/2012/12) in compliance with the evaluation norms and standards, ethical guidelines and guidance on integrating Human Rights and Gender Equality in Evaluation of the United Nations Evaluation Group.

104. UN-Women's evaluation will focus on four areas: (a) effective corporate evaluation systems; (b) decentralized evaluation systems; (c) UN system coordination on gender-responsive evaluation; and (d) national evaluation capacities for gender-responsive monitoring and evaluation systems. Increased attention will be paid to alignment and complementarity between corporate and decentralized evaluations.

Output 4: Improved management of financial and human resources in pursuit of results

105. UN-Women manages its resources in accordance with the financial regulations and rules adopted by the Executive Board through: (i) strengthening and maintaining cost-effective and transparent systems of financial management and accountability; (ii) supporting results-based budgeting of resources; (iii) timely allocation and distribution of budgets; and (iv) managing and reporting on financial transactions.

106. UN-Women will finalize the business process mapping and re-engineering initiative to remove operational bottlenecks, streamline systems and processes and design optimized, efficient and effective delivery platforms with a view to enhance accountability, value for money and improved stewardship of resources. UN-Women will leverage the operational capacities of other UN entities to benefit from economies of scale, while retaining nimble operational structures. It will join, where appropriate, common UN operational centres and use joint premises.

107. UN-Women will continue to improve donor reporting, including through the new Donor Agreement Management System. The creation of the Virtual Global Service Centre for financial donor reports and project closure will provide additional capacity to regional offices, along with new automated donor financial reports and a project closure tool.

108. UN-Women will continue to ensure that each source of funding bears its share of cost, as per the harmonized cost recovery framework. It will continue to incorporate direct costs arising from the implementation of donor-funded projects in donor agreements.

109. UN-Women will strengthen its monitoring of funds advanced to partners by improving the capacity assessment of implementing partners and enhancing monitoring through corporate dashboards and training.

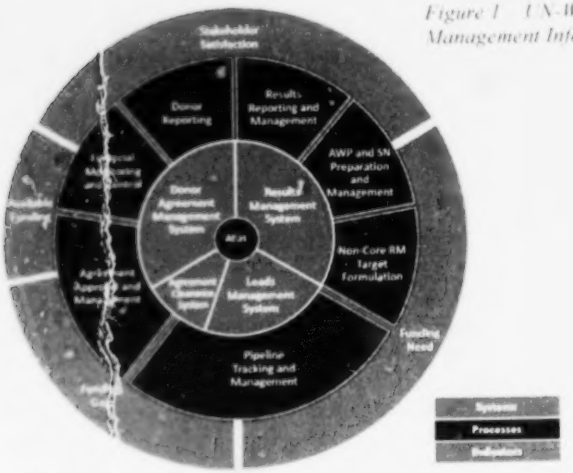
110. The timely implementation of UN Board of Audit, Internal Audit and Audit Advisory Committee recommendations will remain a priority.

111. UN-Women will rigorously apply its new Anti-Fraud policy, which includes enhanced mechanisms for whistle-blowers within UN-Women or its partners, suppliers and vendors. UN-Women's new procedures require implementing partners to adhere to anti-fraud measures and partner agreements to include clauses requiring cooperation with investigations.

112. UN-Women will invest more in programme management systems to improve efficiency and decentralized decision-making. Comprehensive information technology programme management architecture, based on a single-point-of-data source, will include critical elements to enhance planning, pipeline management, financial management, results management, human resources management and

donor management functions (see Figure I). To minimize costs and manage cyber-security risks, UN-Women will invest in consolidating and enhancing its common ICT architecture, continuing the emphasis on agile and cost effective cloud-based platforms.

Figure I UN-Women's Programme Management Information Systems (PMISs)



113. These systems will ensure UN-Women is compliant with the International Aid Transparency Initiative.

114. UN-Women will continue to streamline human resources processes and systems as well as enhance the skills of managers and staff and improve performance management. UN-Women will continue to strengthen inclusive and enabling workplace practices providing equal opportunities and an enabling work environment that attracts and retains staff, allowing them to excel at work, while working towards career progression and advancement.

115. UN-Women will keep working toward the highest level of compliance with the UN Security Management System. This includes mainstreaming security throughout organizational activities and the continued development of efficiency-gaining processes and products that are organizationally fit for purpose.

VII. Implementing the Strategic Plan

Means of implementation

116. UN-Women's operations initially relied on large numbers of small-scale, short-duration projects. Based on evaluation recommendations to focus on a limited number of transformative initiatives supported by clear theories of change and better leveraging its triple mandate, UN-Women has developed Flagship Programme Initiatives (FPIs). In line with UN-Women's collaborative advantage, FPIs are partnership vehicles to coalesce partners around common goals.

117. FPI theories of change represent an assessment of which activities must be undertaken by all partners to deliver transformative results for women and girls.

why they must be implemented, and how they must be operationalized. FPIs are a programming instrument that support the achievement of each output in the Strategic Plan results framework.

118. FPIs are expected to become the main programme modality to implement the Strategic Plan. All FPIs bring together a range of partners at the global, regional or country levels. Country-specific UN partnerships are established to respond to Member States' requests for programme support in line with their national priorities. Various modalities may be developed to ensure coordinated, consistent and integrated efforts, such as the establishment of steering committees to guide programme implementation. Joint programmes may be used to operationalize the FPIs in a UNCT context.

119. UN-Women's FPIs will follow a cycle of innovation and review, whereby the development of each Strategic Plan and its Mid-Term Review will represent milestones at which UN-Women will identify new FPIs that have emerged as effective and retire those which have achieved their results or proven less effective.

120. Alongside the FPIs, UN-Women will retain its grant-making mechanisms to directly support the capacity and work of women's organizations for and with the most excluded women and girls and foster innovation. These are: the Fund for Gender Equality on Women's Political and Economic Empowerment; the UN Trust Fund to End Violence against Women; and the Global Acceleration Instrument to support local responses to peace, security and humanitarian issues. Joint funds may be established at the country level in consultation with the Government and other partners.

UN-Women's organizational design, including field presence

121. UN-Women's regional architecture was approved by the Executive Board in 2012. The 2016 Regional Architecture Evaluation recognized the achievements and overall success of the regional architecture roll-out and noted UN-Women's strengthened position and standing with Member States, civil society, development partners and the UN system and the increased impact on the lives of women and girls. The Evaluation recommended recalibrating the regional architecture with strategic presence and clear process and criteria to decide on the type of presence; better alignment of headquarters with the regional architecture; adjusting levels in the regional architecture and expectations corresponding to each level's capacity; and strengthening knowledge-sharing.

122. In line with these recommendations, UN-Women will define and rollout refined country presence typologies to respond to Member States' requests for support, while maximizing results and reflecting national context and capacity, based on several principles:

- UN-Women will further differentiate its country presence to enhance its responsiveness to country requests in line with its resource availability;
- UN-Women will give special attention to the countries that need it most, in line with guidance by the QCPR;
- An analysis of the extent of gender inequality, including based on gender equality indicators and inequality indices, and specific challenges faced by women and girls will inform UN-Women's level and type of engagement;

- As described in Section V, UN-Women focuses on six types of support. On the basis of a detailed and specific situation analysis, it will modulate the mix of support it provides based on considerations such as national capacity, partnership opportunities and potential, income and inequality levels, and UN system presence and capacity;
- As part of its commitment to efficiency and accountability, UN-Women will aim to maintain comparable management ratios across its country presence;
- UN-Women will leverage partnerships with UN entities to respond to Member States' requests in countries where the Entity does not have a presence, including with National Committees where they exist.

123. Regional offices will provide oversight and technical and policy support to country offices, as well as focus on partnerships, advocacy, normative support and UN system coordination for gender equality and women's empowerment at the regional level. UN-Women will complete a functional analysis of headquarters to ensure alignment with the field.

Country-level programming

124. UN-Women will continue to work through the Resident Coordinator system and within UN Country Teams, leveraging the UNDAF, Standard Operating Procedures and joint programming as its overall approach for country-level programming.

125. To translate the Strategic Plan to country contexts, UN-Women offices will develop five-year strategic notes aligned with the UNDAF, national development priorities, and the Strategic Plan's results framework. These are developed in a consultative manner with the Government and national partners and focus resources on areas of greatest need and impact. They are implemented and monitored through annual work plans.

Risk management

126. UN-Women's enterprise risk management framework ensures that risk management is embedded in key planning processes. This is founded on the ongoing analysis of risks and establishment and maintenance of risk registers by risk units across the organization. The Enterprise Risk Management model will be constantly monitored to facilitate governance and accountability to ensure achievement of desired results.

127. UN-Women Country Offices will continue to maintain and reflect key risks and mitigation measures in their strategic notes. The UN-Women's Corporate Risk Register will include actively managed key risks that are considered significant in the implementation of the Strategic Plan.

128. UN-Women approaches risk classification by mapping the likelihood of risk to impact. Examples of high likelihood and impact risk include the following:

- Resource Mobilization and Stakeholder Management: in the context of competing priorities, the continuing failure to reach resource mobilization targets would result in unsustainable operations that may undermine the pursuit of the Entity's mandate, assistance to beneficiaries and reputation with stakeholders, including Member States. This risk is mitigated by a recalibrated

resource mobilization strategy, improved management of resources and improved transparency, visibility and accountability of resources, prudent budget planning and coherent messaging to stakeholders.

- Information technology: a serious information security breach may render systems inoperable for extended periods and/or cause significant reputational damage. Strengthening of cyber-security capabilities and controls are underway to respond to emerging global threats in this area. Additional investments are required to effectively implement the ICT strategy and governance programme.

VIII. Monitoring, reporting and evaluation

129. UN-Women monitors development results at the output and outcome levels, and organizational effectiveness and efficiency results at the output level.

130. UN-Women's results management system is its primary monitoring and reporting platform. It is linked to its Enterprise Resource Platform so that progress, budgets, funding gaps and expenditures on all results are monitored in real-time. This complements quarterly monitoring at output level and annual results reporting at output and outcome level as inputs to the annual report on implementation of the Strategic Plan.

131. In line with evaluation findings, UN-Women will strengthen internal monitoring and reporting capacities, drawing upon the results of the 2017 capacity assessment on results management. This include: efforts to report results with data disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

132. UN-Women will evaluate development results and organizational effectiveness and efficiency through its Corporate Evaluation Plan 2018-2021. It will provide a coherent framework within which evaluation evidence will be systematically generated on the relevance, effectiveness, efficiency, impact and sustainability of work under the Strategic Plan. As described in Section VII, evaluation findings will be used to inform programming and decision-making.

133. UN-Women will conduct a mid-term review of this Strategic Plan no later than 2020 to incorporate lessons learned from the first two years of implementation, as well as make adjustments based on Member States' guidance related to the follow-up to the QCPR.